

5 January 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board
 Attention: Executive Secretary

SUBJECT : Report of the Panel on Career Service for Women
 Report of the Junior Office Committee

1. I have reviewed with interest the two subject Reports and wish to make the following general comments in line with your request of 9 December 1953.

2. The Report of the Panel on Career Service for Women appears to me to be very objective and constructive and should prove very helpful to the Agency in its efforts to increase career opportunities for women. I was pleased to note the present favorable record of the Agency, both with respect to the percentage of women employed and the average salary paid to women.

3. I was especially gratified with the excellent record of the DD/I Offices in the employment of women in professional positions. The DD/I area will continue to make every effort to increase the career opportunities for women. In furtherance of such a policy, however, appropriate consideration must necessarily be given to the factor of higher turnover experienced among women. To achieve too high a proportion of women in professional positions, with the possibility that many will terminate their employment for marriage or family reasons, could seriously deter the essential development and maintenance of an experienced, stable intelligence staff.

4. With reference to the recommendations made by the Panel on Career Service for Women, I wish to make the following comments:

- a. It does not appear necessary, or appropriate, that the DCI issue a policy statement to encourage maximum utilization of women in the Agency.
- b. It is believed that, at least within the DD/I Offices, there is, at present, a qualified person who is available to give special attention to the problems of clerical personnel.

5. I believe that the Report by the Junior Officers' Committee will be of limited value to the Agency because of the methodology employed to assess the opinions of the junior officer group. Although the Report does not claim that its sampling of 115 people is representative of Agency - wide opinion and admits that emphasis in selection of the group was placed on "those elements suffering real complaints", nevertheless there is the danger that the Report will be misleading as to the seriousness of the morale situation prevailing among junior officers.

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6. In general, the problems discussed in the report, many of which are common to management everywhere, have long been recognized by the Agency and it's unfortunate that the study does not reflect the many steps which have been taken and are currently underway, to improve employee conditions.

7. In reference to the "Career Service Machinery" recommended by the Committee, I believe it would be a serious mistake to have the career service boards engage, to the extent proposed, in the line administration of the personnel function. While every effort should be made to improve the effectiveness of the boards in carrying out their advisory role in the development of the career service program, it is only sound administration to make the line supervisor, with the assistance of the Personnel Office, responsible for the day-to-day conduct of personnel management.



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